



County of Los Angeles CHIEF EXECUTIVE OFFICE

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WILLIAM T FUJIOKA
Chief Executive Officer

June 22, 2010

To: Supervisor Gloria Molina, Chair
Supervisor Mark Ridley-Thomas
Supervisor Zev Yaroslavsky
Supervisor Don Knabe
Supervisor Michael D. Antonovich

Board of Supervisors
GLORIA MOLINA
First District

MARK RIDLEY-THOMAS
Second District

ZEV YAROSLAVSKY
Third District

DON KNABE
Fourth District

MICHAEL D. ANTONOVICH
Fifth District

From: William T Fujioka
Chief Executive Officer

Lisa M. Garrett
Director of Personnel

STATUS REPORT ON THE HUMAN RESOURCES ARCHITECTURE (RESPONSE TO ITEM 63-D, AGENDA OF APRIL 20, 2010)

On April 20, 2010, on motion of Supervisors Antonovich and Ridley-Thomas, your Board directed the Chief Executive Officer and the Director of Personnel to: (1) examine HR architecture, Department of Human Resources structure and determine which HR functions should be centralized and which, if any, should remain decentralized; (2) determine whether human resource positions in the County should be consolidated in the Department of Human Resources; (3) determine the number of human resources positions necessary to support centralization of human resources Countywide and; (4) report back to the Board on their findings within 60 days. This memorandum provides you an update on the status of our progress and requests an extension of an additional 60 days to complete our report.

Department of Human Resources (DHR) and the Chief Executive Office (CEO) are working collaboratively to gather information and report our findings. To date, we have taken the necessary preliminary steps:

- DHR developed and distributed a survey tool to all County departments to solicit information regarding departmental human resources organizations. The survey requests information on Human Resources functional areas in departments including HR Administration, HR Operations, Performance Management, Recruitment and Exams, and Health and Safety. Also requested are the actual and budgeted classifications performing these functions. To date, we have received completed responses from 16 of the 37 departments. As information is received, DHR is clarifying any discrepancies when compared with DHR's independent review of data.

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- In a separate assessment, DHR and CEO are working together to review the number of HR positions allocated to each department from Fiscal Year 2006-07 through 2010-11.
- On June 16, 2010, DHR hosted the first HR Transformation Summit. The Summit was attended by 97 participants representing 37 departments including the highest levels of management, four County commissions, Board offices and other stakeholders. A key element of the Summit was to begin the conversation of human resources architecture within the County. Consultants retained by the CEO to examine County human resources operations reported on their assessment of County HR and best practices on human resources architecture. Through break-out group discussions, we gained feedback to determine how the County can improve operations through the reconfiguring of human resources functions.
- As a follow up to the Summit, DHR has identified individuals to participate in an executive advisory group comprised of Department Heads, Chief Deputies and Board staff to continue discussing the merits of centralization vs. decentralization.
- DHR is canvassing other California Counties concerning their HR architecture and the issues of centralization and decentralization. We anticipate obtaining additional information regarding best practices.

In order to finalize our survey results and provide a comprehensive report, we are requesting an extension of 60 days.

If you have any questions, please contact me, or your staff may contact Ellen Sandt at (213) 974-1186 or Lisa Garrett at (213) 974-2406.

WTF:BC:EFS
LMG:MLH:AC:ef

c: All Department Heads